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UNIVERSITY FACULTY SENATE MEETING

Monday, February 24, 1997

1516

APPROVAL OF THE MINUTES

The Minutes of the February 10, 1997, Senate Meeting were approved as corrected.

ANNOUNCEMENTS

1. Call for press identification. No members of the press were present.
 2. Comments from Chair Haack.
 - Provost Marlin's presentation last Wednesday to the Board of Regents on faculty activity, into which she incorporated a number of the suggestions made by Senators, was well-received. Haack had previously sent Senators copies of his presentation to the Board. At the Board meeting, UNI's presentations were first. Questions from the Regents were fairly routine. Presentations by Iowa State University and the University of Iowa followed. Questions from the Regents on these presentations were more pointed. The entire discussion lasted approximately 3 hours. The resolution passed by the Regents was distributed to the Senators by Provost Marlin. This resolution is different from the resolution proposed by the Board Office.
- There was discussion about the Provost's comments to the Board of Regents on the portfolio approach to assignment and reward of faculty activity.
- Gable/De Nault moved/seconded to move into executive session. Motion carried.
- Gable/De Nault moved/seconded to rise from executive session. Motion carried.
- President Koob presented the UNI Strategic Plan to the Regents, and indicated proposed Progress Indicators and Targets (a change in terminology from "benchmarks"). Haack distributed copies of the Progress Indicators and Targets to Senators (Appendix A). It is President Koob's intent that the proposed Progress Indicators and Targets will be reviewed by the UNI community according to a plan devised by the Strategic Plan Reconciliation Committee.
 - Haack reminded Senators of the lecture by Dr. C. Eric Lincoln on "Issues of Race in the Academy and Beyond" scheduled for next Monday afternoon at 3:00 P.M. in the Great Reading Room of Seerley Hall.

CONSIDERATION OF CALENDAR ITEMS FOR DOCKETING

- 641 Request for Emeritus Status for R. Forrest Conklin, Department of Communication Studies. Primrose/Isakson moved/seconded to place at head of the docket, out of regular order. Motion carried. Docket number 567.
- 642 Review the 1996 Report of the Honorary Degree Committee. Gilpin/Soneson moved/seconded to place at head of the docket, out of regular order. Motion carried. Docket number 568.

NEW BUSINESS

Haack announced that because of ill health, Forrest Conklin needed to step down as Senate representative to the Facilities Planning Advisory Committee. It was agreed that Senators would forward nominations to Haack by 5:00 P.M. Thursday. Haack would then conduct an electronic balloting of the Senators.

OLD BUSINESS

There was discussion about the mechanics of the March 10 Senate meeting, when the Senate will review college senate's critiques of the Provost's proposed budget for the Academic Affairs Division. The Senate must have its response to the Provost by March 14. There was consensus that this review was a new process and that the data available to faculty regarding past budget practice would be limited.

CONSIDERATION OF DOCKETED ITEMS

- 568 642 Review the 1996 Report of the Honorary Degree Committee. Gable/Soneson moved/seconded to move into executive session. Motion carried. Primrose/Soneson moved/seconded to rise from executive session. Motion carried.
- 567 641 Request for Emeritus Status for R. Forrest Conklin, Department of Communication Studies. De Nault/Primrose moved/seconded approve the request for emeritus status from R. Forrest Conklin with gratitude. Motion carried.
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CALL TO ORDER

The Faculty Senate was called to order by Chair Haack at 3:15 P.M.

Present: Hans Isakson, Randall Krieg, Dean Primrose, Sherry Gable, Carol Cooper, Merrie Schroeder, Richard McGuire, Calvin Thomas, Jerome Soneson, Ken De Nault, Paul Shand, Joel Haack, Andrew Gilpin, Katherine Van Wormer, Barbara Weeg, Sue Grosboll, Phil Patton, and Mary Bozik (Ex-officio).

Alternates: Victoria DeFrancisco for Martha Reineke.

APPROVAL OF THE MINUTES

Cooper recommended changing the statement "They had been reimbursed at the adjunct rate" on page 4 to "The Department had been reimbursed at the adjunct rate." The present statement was ambiguous as to whether reimbursement was to individual faculty or to the Department of Mathematics. The Senate concurred with this change.

Gable/Primrose moved/seconded to approve the minutes of the February 10, 1997, Senate Meeting as corrected.

ANNOUNCEMENTS

1. Call for press identification. No members of the press were present.
2. Comments from Chair Haack.
 - Several members of the Senate had attended the Board of Regents' meeting last week in Iowa City. Provost Marlin's presentation was well received. The Provost had incorporated into her remarks a number of the suggestions made by Senators. Haack had previously distributed to Senators copies of his presentation to the Board. At the Board meeting, UNI's presentations were first. Questions about the UNI presentations from Board Members were fairly routine. Presentations by Iowa State University and the University of Iowa followed. Questions about these presentations from Board Members were more pointed. The entire discussion on faculty activity lasted about 3 hours. The resolution passed by the Regents was distributed to the Senators by Provost Marlin. This resolution is different from the resolution proposed in the Docket by the Board Office. This was an unusual action by the Board and indicates that Board Members were interested in something different from what was recommended by the Board Office. Senators were encouraged to examine both documents.

Cooper remarked that Haack had done a excellent job speaking on behalf of the faculty.

Gable concurred. She asked what ramifications the revised recommendations will have at U.N.I.

Haack conjectured that because some of the questions from Board Members to Provost Marlin centered on whether there were written policies regarding the use of the faculty portfolio of activities, there could be an effort to create written policies on this. He felt that Board Members would like to have written policies in place regarding the use of faculty portfolios. Also, in response to Regents' questions, the Provost reported that a typical distribution of faculty workload at U.N.I. was approximately 75% teaching, 15% research and scholarship, and 10% service. In her remarks, the Provost mentioned university service several times. UNI's distribution contrasted with Iowa and Iowa State. At Iowa State the distribution of workload was approximately 1/2 teaching, 1/3 research and scholarship, 1/8 service, and 1/20 extension. This was an average for all the faculty at Iowa State and probably no individual assignment would match this breakdown. (Haack, Head of the Department of Mathematics, also noted that the fractions did not add up to 1.) At Iowa, the breakdown was approximately 40 to 50% teaching, 40 to 50% scholarship and research, and 10 to 15% service.

Isakson asked if it would be possible for Senators to obtain a copy of Provost Marlin's remarks or a copy of the minutes of the Board meeting that would accurately reflect the Provost's remarks.

Haack assumed that we could get copies of the Board's minutes but the Board is running behind on their minutes. They just approved minutes from December at the last meeting.

Isakson suggested that the Provost may have her comments in written form and that these could be shared with the Senate.

Thomas asked if there was any discussion of the ratios of teaching, research and scholarship, and service with regard to tenure decisions.

Haack replied that was a very interesting point. The motion passed by the Board states that faculty evaluation shall be based upon consideration of the activities in the faculty member's portfolio. These

evaluations include consideration of tenure and promotion.

Cooper stated that the current distribution is in the Contract and any changes in this needs to be negotiated. One of the things she is concerned with is that the Senate's Tenure and Promotion Committee needs to be engaged in discussions on these policies with the Provost. The faculty on this committee are elected, not appointed, and thus represent faculty interest in this area. She further stated that procedures for implementation of these policies were the domain of United Faculty.

Bozik questioned whether there was going to be an opportunity to meet with the Provost to discuss these issues. She had lots of questions. On page one of the Board of Regents' Memorandum on Faculty Activities dated February 13, 1997, and later revised February 17, 1997, it states that "Faculty members will have a significant role in the development of their portfolios" but on the next page it states that "Each University will instruct each college and department to develop academic mission and vision statements and goals that will define for the faculty an appropriate combination of effort in teaching/learning, research/scholarship/artistic activity, and outreach/extension/professional service." Furthermore, the document states that "Annual evaluations of administrators at the institutional, collegiate, and department levels will include a factor relating to effective administration of faculty portfolios." She wondered how all this was going to work.

Haack stated that at the University of Iowa has developed a draft policy that suggests that each college and department would develop an overall average of what the faculty portfolios of activities might look like for that unit. This would be used to allow for individual variation but the aggregate would match the required contribution for that unit.

Bozik asked how this individual variation would be used in decisions on tenure, promotion, and merit pay.

Cooper stated that this procedure was an area for United Faculty.

Gable stated that she was surprised to hear at the Board of Regents' meeting and to read in the *Waterloo Courier* that the procedure of using a portfolio approach to faculty assignment and reward had been in place since 1992. She wondered when this had been put in place.

Haack remarked that this was an interesting point. In discussions with faculty in the Department of Mathematics, differentiated teaching loads have been in place for as long as they can remember.

Cooper stated that she was shocked to hear that this had been in place since 1992. She had questioned colleagues and could not find that this had been in operation since 1992. However, some faculty have reported that some department heads, who just read this same document, are taking immediate steps to implement the portfolio approach.

De Nault recalled that at the suggestion of the Senate's Ad Hoc Faculty Productivity Committee, the Senate requested the Provost meet with the Senate to discuss issues related to faculty productivity. This meeting was held March 13, 1995. At that meeting, the Provost stated that the only criterion used to determine whether a faculty member was "productive", was the number of refereed journal articles or similar activities. Teaching and service was not looked at and played no role in this evaluation of faculty productivity. De Nault continued that his recollection was that the Senate's Ad Hoc Faculty Productivity Committee learned that each department head was requested to identify at least two faculty members in their department as non-productive, based upon their publication record. These faculty members were to either improve their publication record or to be assigned additional teaching responsibilities without regard to the level of teaching commitment they already had. Faculty placed on this list were identified to the Provost and frequent review of these individuals continues to this day.

De Nault read from the October 10, 1996, Progress Report on Organizational Audit from the Board of Regents, the following, "The Board of Regents approved the University of Northern Iowa's Plan to Enhance Faculty Productivity in July, 1992 and implementation of this plan began in the Fall, 1992. The center piece of the plan was that faculty will fully contribute their talents toward the University's mission. For implementation of this initiative, each department head reviewed the documented contributions of every tenured faculty member in the areas of teaching, research, and service." As the Senate learned in March, 1995, this was not done. Only publications were examined.

De Nault noted that in February, 1997, the University of Northern Iowa reported the following to the

Board of Regents: "The University of Northern Iowa has implemented a 'portfolio' approach to assigning faculty responsibilities. Specifically, each department head annually reviews the documented contributions of every tenured faculty member in the areas of teaching, research, and service... Faculty members are required to fully contribute their talents toward the University's mission in the areas of teaching, research, and service. The vast majority of faculty, as evidenced by their annual yearly accomplishments, are successfully meeting these expectations. Some faculty were identified as needing to enhance their contributions, and these faculty were asked to provide plans for how they intended to enhance their work in the area of teaching, research, or service. This 'portfolio' approach allows for individual strengths of faculty members to best be used in meeting the University's mission. Approximately half of the faculty who were asked to enhance their contribution to the University are now teaching an additional class each semester. The remaining half have enhanced their contribution in research or have undertaken significant service projects."

De Nault stated that he was not aware of any faculty member who had been asked to enhance his or her contributions to teaching or service. The only area identified for remediation has been the number of publications.

De Nault continued that at the last Board of Regents meeting, our Senate Chair, Joel Haack, made a presentation on how the "portfolio" approach is used in the Department of Mathematics. De Nault applauded Joel's clear and fair approach. Many have argued that the Provost should be taking advantage of individual strengths rather than appearing to want us all to be clones. In conversations with Joel, De Nault understood that in the Department of Mathematics, merit pay is based upon the fulfillment of individual expectations of the portfolio. Joel distributed his presentation to Senators and it was reported in the *Waterloo Courier*. From previous reports, the Board of Regents was pleased. However, the reality is that the "portfolio" approach has not been used on the campus. If a member of the Board of Regents or the press were to ask 10 faculty at random about their assignment portfolio, they would get a puzzled look. Furthermore, the President of the Board of Regents, Owen Newlin, went out of his way during his address last fall to praise efforts of faculty at the University of Northern Iowa in the area of service, which he included to be committee work, curriculum development, and the Senate. De Nault was pleased that the Provost had mentioned service to the University at the Board of Regents meeting, but he has not heard service to the university acknowledge or praised on campus. At the March, 1995 Senate meeting, the Provost stated that service did not count. One did service "because one believed in it." Since President Koob arrived, service to the University has been termed "governance", with an apparent understanding that this is not as important as say "service to the profession."

De Nault concluded that he was concerned with the consequences for the University if the Board of Regents learned what the reality was on campus. Colleagues are not being treated as reported to the Board. He stated that Senators, the elected leaders of the faculty, have a responsibility for the truth.

Gable/De Nault moved/seconded to move into executive session. Motion carried.

Gable/De Nault moved/seconded to rise from executive session. Motion carried.

- Haack reported that President Koob presented the UNI Strategic Plan to the Regents, and indicated proposed Progress Indicators and Targets (a change in terminology from "benchmarks"). Haack distributed copies of the Progress Indicators and Targets to Senators (Appendix A). It is President Koob's intent that the proposed Progress Indicators and Targets will be reviewed by the UNI community according to a plan devised by the Strategic Plan Reconciliation Committee. The Regents had no particular questions or response to the performance indicators or targets presented by President Koob.
- Haack reminded Senators of the lecture by Dr. C. Eric Lincoln on "Issues of Race in the Academy and Beyond" scheduled for next Monday afternoon at 3:00 P.M. in the Great Reading Room of Seerley Hall.

CONSIDERATION OF CALENDAR ITEMS FOR DOCKETING

641 Request for Emeritus Status for R. Forrest Conklin, Department of Communication Studies.

Primrose/Isakson moved/seconded to place at head of the docket, out of regular order. Motion carried.
Docket number 567.

642 Review the 1996 Report of the Honorary Degree Committee.

Gilpin/Soneson moved/seconded to place at head of the docket, out of regular order. Motion carried.
Docket number 568.

NEW BUSINESS

1. Haack announced that because of ill health, Forrest Conklin needed to step down from his position as Senate representative to the Facilities Planning Advisory Committee. Dean Primrose is also a Senate representative on this committee. Haack had received a request from Morris Mikkelsen, Chair of the Committee, asking that the Senate choose a replacement for Conklin because the Committee is considering some important issues and they want to make sure that faculty have full representation. The Committee meets about every two weeks. Conklin had asked John Hall to serve as his alternate but thought that the Senate should be consulted on this.

Cooper asked if the term of appointment was indefinite.

Primrose responded that the Committee has discussed having staggered appointments. As yet, this has not been decided upon.

Bozik spoke in favor of the appointment of Jon Hall. He had been a department head for 23 years and planned the Communication Arts Center Building.

Cooper asked about the gender balance of the Committee.

Primrose stated that there were two females on the Committee, one of which was is a student representative. The Committee is heavily weighted with Deans. The Committee meets every other Thursday.

Gable remarked that there was a great deal of interest in the last election for Senate representative to this committee. It would be appropriate to select someone to serve until the end of the year, but that the Senate should conduct an election next Fall for a permanent representative.

The Senate concurred with this suggestion.

Haack proposed that Senators could submit nominations by 5:00 P.M. Wednesday. He would then conduct an electronic election.

De Nault suggested that 5:00 P.M. Thursday might be better because faculty should have received the summary of the Senate meeting by then.

Haack concurred. By consensus, it was decided that Haack would receive nominations by 5:00 P.M. Thursday and then conduct electronic balloting for a Senate representative to replace Forrest Conklin on the Facilities Planning Advisory Committee. The replacement would serve until Fall, 1997, when the Senate would elect a permanent representative.

OLD BUSINESS

1. Cooper asked what we are going to do at the next Senate meeting (March 10) when we discuss the proposed budget.

Haack replied that the Senate will have responses from College Senates.

Cooper asked what the Senate's role would be in the process.

Haack stated that the Senate is to make a report to the Provost. The Senate's response must be to the Provost by Friday, March 14.

Isakson replied that the Provost has given the Senate a broad, clear charge. She expects feedback on the proposed budget for Academic Affairs and any comments on the proposed overall University budget.

Haack doubted that anyone will come in with motions for the Senate. However, until the Senate sees the College reports it is difficult to predict what the Senate will face.

Gable asked if College Senates will have the historic budget expenditures that Haack has requested from the Deans.

Haack replied that they probably would not. Haack updated Senators on his quest for historic spending

patterns by college. The best that can be done so far is to examine the University Financial Report prepared by Gary Shontz, Controller's Office, which identifies spending by activities. Deans can indicate which activities belong to their college. However, this information will not be available in time for college deliberations.

Gable asked if we are going to pass judgment based on arbitrary information.

Haack replied that he would not categorize the information as arbitrary, but departments have communicated to Haack that they felt that budgets should be based upon historic spending patterns.

Soneson asked if the Senate should invite the Deans to the March 10 Senate meeting.

Haack replied that he had already invited the Deans to attend the meeting.

Soneson was pleased because if Senators had specific questions, they could direct them to the Deans in general or to a specific Dean.

Primrose was concerned with what exactly was the Senate's role in the process. It is going to be difficult to make decisions when operating in a vacuum. It would seem inappropriate to make what appears to be extremely important decisions without any sort of data. Few faculty have had any experience with administrating budgets. Yet, this is what we are being asked to do. Furthermore, the proposed flow of response from faculty to departments to college senates was not happening in his department. Further, he did not know what was the "intuitive knowledge" data base stated by the Provost.

De Nault stated that we are to review the reports of the colleges. The colleges will be making cogent arguments and the Senate will be called upon to make judgments on the arguments presented. It is impossible to make any predictions until we receive the college responses.

Isakson agreed with De Nault. This is the first attempt at this process. After we complete our review, the Senate will be in a good position to suggest recommendations on how to improve the process. One suggestion would be to provide more information to everyone. The Senate could specify what types of information should be made available. Isakson suspects that we will get some of those recommendations from the colleges.

Gable asked if the increases and decreases in proposed funding for individual colleges will be permanent. She also asked if these changes are to be the same every year. She wanted to know the base for the FY 1999 budget cycle.

Haack replied that he did not know. This needed to be determined.

Gable stated that it would be more valid to have information for a four or five year interval rather than just Fall, 1996.

Primrose stated that this is not what Provost Marlin has proposed.

Isakson remarked that the Senate is not bound to the Provost's proposal. The Senate may make its own proposal.

Haack stated that the Provost is aware that the proposal she distributed is a trial balloon. She expects to make changes.

Gable asked if any departments have received a proposed budget.

Bozik replied that at the recent meeting of the College of Humanities and Fine Arts, they were informed that departments would not be getting their budgets in time for that information to be available to their College Senate.

Haack added that in the College of Natural Sciences, the Dean is considering proposals for departmental budgets, but these proposals would not be distributed until after the Senate's March 4 deadline.

CONSIDERATION OF DOCKETED ITEMS

568 642 Review the 1996 Report of the Honorary Degree Committee.

Gable/Soneson moved/seconded to move into executive session. Motion carried.

Primrose/Soneson moved/seconded to rise from executive session. Motion carried.

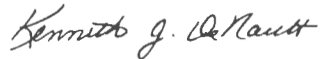
567 641 Request for Emeritus Status for R. Forrest Conklin, Department of Communication Studies.

De Nault/Primrose moved/seconded to approve the request for emeritus status from R. Forrest Conklin with gratitude. Motion carried.

ADJOURNMENT

Soneson/Primrose moved/seconded to adjourn. Motion carried. The Senate adjourned at 5:17 P.M.

Respectfully submitted,

A handwritten signature in cursive script, reading "Kenneth J. De Nault".

Kenneth J. De Nault, Secretary
University Faculty Senate

Minutes approved March 24, 1997

APPENDIX A

UNIVERSITY OF NORTHERN IOWA
Strategic Plan
February 1997

<u>Strategies</u>	<u>Performance Indicators</u>	<u>Targets</u>
<u>Goal 1</u> Provide curricula and related experiences	Availability of required courses Hours of electives in the major Quality of advising Number of students with formal learning experience opportunity outside the classroom (experiential learning): undergraduate research, service learning opportunities, cooperative education, internships, international experiences Number of students using academic resources as measured by library and network use.	Plan of Study contract with each student UNI fulfills plan Each student has an opportunity for at least one formal learning experience outside the classroom Student's satisfaction with availability of resources to meet program of study requirements.
<u>Goal 1</u> Sustain and reward Teaching and Scholarship	Portfolio defined for each faculty member: Teaching activity; research and other scholarly activity; service activity; overall satisfaction.	Aggregate of faculty portfolios meets University goals, public expectations (as represented by Board of Regents) and personal job satisfaction of faculty.
<u>GOAL 1</u> Extend University experience to serve the needs of Iowa and beyond.	Availability of graduate programs, professional development opportunities, continuing education offerings and service assistance.	Meets the educational needs of off-campus Iowans, within the mission of UNI.
<u>GOAL 1</u> Qualities of an Educated Person		
<u>GOAL 2</u> Create and nurture a diverse community	Percentage of student body in protected groups (per Board goal.)	Members of protected groups are retained at the University's retention rate.

<u>Strategies</u>	<u>Performance Indicators</u>	<u>Targets</u>
GOAL 2 Improve University governance and decision making.	Number of members of University community with access to base standard computer hardware, software, and in-service training for its use.	Members of the University community have ready access to all information they need to meet the demands of their positions.
GOAL 2 Ensure that all members of the UNI community have the opportunity to enhance their well-being.	Number of students, faculty and staff participating in formal or informal wellness or recreational opportunities.	Continual increase participation in the wellness program by students, faculty, and staff.
GOAL 3 Provide a physical environment that supports the activities of the University	Building repair funds as percent of asset value.	One percent of asset value.
GOAL 4 Create a coordinated comprehensive and consistent communications effort that enhances the awareness and image of the University	Survey results from target population: Alumni-first, fifth and tenth year after graduation. General Population - statistically valid sample. Business, Community and Political Leaders - statistically valid subset.	Continually improving awareness and satisfaction.